



COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
579 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 FAX (213) 621-0387

BRANCH OFFICE
3333 WILSHIRE BOULEVARD • LOS ANGELES, CALIFORNIA 90010
(213) 738-2222 FAX (213) 637-0820

MICHAEL J. HENRY
DIRECTOR OF PERSONNEL

November 30, 2005

To: All Department Heads

From: Michael J. Henry 
Director of Personnel

Subject: **PREPARATION OF DEPARTMENTAL CIVIL SERVICE ADVOCATES**

The purpose of this memorandum is to again stress the importance of proper representation before the Civil Service Commission. Recently, concerns were raised by the Commission about the preparation of advocates representing County departments on examination appeals.

The proper handling of civil service examination disputes or appeals is critical to the integrity of the Delegated Examination Program. When defending the administration or content of an examination before the Commission, departmental advocates must be fully aware of the specific events and actions that led to the request for hearing. This includes a clear understanding of the examination process, related Civil Service Rules and County policies, and any potential impact on similarly situated employees. Furthermore, advocates must also be familiar with the Commission's procedural rules and protocol, including filing deadlines and submission of written responses. If a department determines that contracted counsel would best represent them, every effort should be made to familiarize counsel with the facts and procedures mentioned above.

We strongly encourage your departmental advocacy staff to take advantage of the various training opportunities available through the Los Angeles County Learning Academy. The Academy sponsors a comprehensive nine-day "Advocacy Skills" workshop annually, which focuses on case preparation and presentation skills for advocates. The next workshop begins in February 2006. The Academy also offers certification programs and skill-building workshops, which include modules on effective discipline, Civil Service Rules/County policies, and other informational subjects relevant to advocacy work. In addition, DHR coordinates with line departments the monthly Advocate Council meetings, which feature a variety of speakers on the technical aspects of advocacy.

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Please contact me if you have any questions or your staff may contact Susan Toy Stern, Chief Deputy Director, at (213) 974-2631. If you have any questions regarding advocacy related training, please contact Robert Meyers at (213) 639-6364.

MJH:STS
SKT:KK

c: Each Supervisor
David E. Janssen, Chief Administrative Officer
Raymond G. Fortner, Jr., County Counsel
Administrative Deputies
Personnel Officers

I: Knox: MJH memo re deptl advocates